



SUMMARY CONFERENCE PROCEEDINGS

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Governor's Office for Innovation in Government
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California Governor Gray Davis has directed state government to improve effectiveness and provide better service by utilizing technology. This technology, called “eGovernment”, includes a number of technology initiatives that are proposed or underway.

To be successful eGovernment must be designed with the user in mind. On October 26, 2000 over 75 individuals began a design process in the groundbreaking Life Event and Affinity Design (LEAD) workshop. Sponsored by the Governor’s Office for Innovation in Government, the primary goal was to leverage technology or eGovernment to break down bureaucratic barriers to customer service.

Participants identified “life events,” where citizens interfaced with government and then they considered current and possible future services associated with the event. Throughout the day the group responded to various questions enabling out-of-the-box thinking, logical sequencing and an opportunity to visualize uncomplicated access to government services.

A design team of private sector and state and local government representatives worked with the Governor’s Office to define workshop objectives and affinities, or relationships of events that Californians typically experience. The group then invited a cross section of individuals, service providers, students, technologists, and others with an interest in improving government services, to attend. The goal was to ensure a full spectrum of ideas.

Each of the day’s activities provided insight, identified shortfalls and envisioned a new way of government doing business. The work product reflected Californian’s day-to-day life experience.

After welcoming remarks by Steve Nissen, Director of the Office of Planning and Research and Special Assistant to the Governor for the Governor’s Office for Innovation in Government, the group began identifying key life events involving government.

COMMON LIFE EVENTS INVOLVING GOVERNMENT

Participants were divided into nine groups. Participants were asked to write down common life events that might trigger a need for government services. To assist in this thinking, the topic was divided into a timeline reflecting:

Pre-Natal through Pre-Teen

Pre-Teen to 18 years

18 years to 40

41 years through 50 years

50, 60 and 70 years

80-plus years

Professional Licenses and Non-Age Related Events

Starting a Business

Employment

Participants then moved to walls of paper and transcribed their thoughts. Some activities were applicable more than once and at various stages of life. Some were one-time occurrences. There were no right or wrong answers—just activities that could trigger the need for government services.

DEVELOPING A STATE PORTAL

Participants then considered the idea of a “portal” and how it would help California’s citizens access government services. A state portal was defined as a centralized location where information on government services could be accessed from a logical starting point. As an example, parts of a state portal could begin with “My Car” or “Education”. It would be accessible through a variety of means, not just the Internet. It would be intuitive, easy to use, and would enable individuals to obtain any of the information that they deemed applicable to their specific circumstance.

PORTAL DEMONSTRATION

The group viewed a sample portal demonstration with the theme “My Car”.

By clicking on “My Car”, the portal, enabled by Internet technology, navigated to the Department of Motor Vehicles (DMV) site. While in the site, the participants saw how to obtain information on getting a driver’s license; click and view a sample practice test. When ready, click again and be directed to the location of all DMV offices in specific areas of the state. Next, click and obtain a map.

The point of the demonstration was to show how easily information can be obtained when grouped in a way that was applicable to the perceived need.

ANALYZING THE LIFE EVENTS

Participants then analyzed life events and worked as independent groups, each taking a section of the time line. Next, the participant-stakeholders reported on the various themes for their particular category. Participants were provided a set of four thought provoking questions to assist them in their discussion. They were:



- 1) What type of life events trigger an interaction with government and what are the themes and trends of the logical groupings of these life events?
- 2) What items involve similar issues or services?
- 3) What are some of the agencies that would be involved in providing these services?
- 4) If the same lifeline were completed ten years from now, what would be different?

There were some obvious themes.

Pre-Natal through Pre-Teen

This group underscored the importance of pre-natal care, parenting, nutrition, hospital and medical services. They also identified immunizations, child care, pre-school and kindergarten readiness, toy safety and custody issues as fundamental issues in a child’s development. They discussed the cross over between health, education, safety, and family and believed that not only government but churches, libraries, regional centers and community based organizations played a role in these life events.

Pre-Teen to 18 years

This group cited education, death, disability, issuance of a driver's license, sexual activity, divorce, sports and community involvement among their concerns.

Of the agencies identified that would affect and/or impact this age category, the Internal Revenue Service (IRS), DMV, health departments, justice system, parks and recreation topped the list.

This group felt that in the future education and employment would be different as a result of enhanced technologies, there would be more pre-teens, and more involvement in the communities.

18 years to 40 years

Spanning a greater continuum, diversity of opinion and life events began to expand. Highlights in this category were:

Career decisions

Career mobility

Training

Family and children

Business enterprises

Marriage

Education

Savings and investments including buying a home, college and planning for retirement

Even though the age span was large, crossover in terms of community occurred. Emphasis was placed on housing, public safety, neighborhood councils, volunteer services, churches, transportation, and legal issues all related at various stages of life. A number of agencies were involved in this stage such as housing, education, health and finance.

Ten years from now marriage, children, home ownership, employment, health, political involvement, and community engagement would still be vital issues for these stakeholders.

41 years to 50 years

This group began to identify issues such as aging, retirement, divorce and remarriage, career changes, health and disability, financial and life style issues, recreation and travel. The sandwich generation issues surfaced as this age group was caring for aging parents and often had children returning home with grandchildren in tow. Retirement planning came to the forefront as well as college tuition costs.

Agencies involved were the IRS, health and human services, the courts, banking, corporations, trade and commerce, parks and recreation, to name a few.

Planning for long-term care was mentioned for the first time as well as an acknowledgment to sustain our natural resources, and learning to deal effectively with changes in relationships with children, family members and friends.

50, 60 and 70 years

Emotional issues such as the loss of a spouse or family member, children leaving home, the birth of grandchildren, retirement and finances, taxes, economics and banking, legal matters, elder care, transportation surfaced in this age category. Financial adjustments, retirement, social security and health maintenance were cited as probable activities for this group.

Service providers were the DMV, Franchise Tax Board (FTB), IRS, Health and Human Services Agency (HHSA), the justice system and colleges and universities.

Ten years out this group hoped to see universal electronic access, improved transportation means including electric vehicles and hybrids, consortium relationships and a greater desire for human interaction.

80-plus years

Health, family, and death and dying were the discussion points for this group including:

Medical and benefits	Illness
Preventative medicine	Nursing homes
Personal assistants	Great grand children
Separation	Loneliness
Elder abuse	Relocation
Loss of pets	Hospice
Living trusts, wills, powers of attorney	Loss of partners, children, family and friends

A variety of agencies were involved with this age category including: Department of Health Services (DHS), Managed Care, DMV, Consumer Affairs, FTB, County Departments of health, human services, social services, legal aid, para-transit, and senior centers.

This group was highly engaged when asked what would be different for them ten years out. They included hobbies, new relationships, sense of worth, volunteerism and community involvement, friends, pets, and sustained courage.

Professional Licensing and Non-Age Related Events

Individual license, non-profit license and certification, and for-profit license, certification and accreditation standards were cited as triggering an interaction with government. As such, applications forms and processes, documentation, prerequisites and reciprocity (across state lines) were areas where improvement and streamlined operations should occur. Additionally, renewal, continuing education and revocation/suspension can be handled on-line in the future.

Starting a Business

Research was the starting point for this group. Should one start a new business? What would it be? Is it possible to do? After those decisions the next questions were: What are the requirements for start-up? Do I need a registration or license? What about permits and zoning issues? What are the tax implications? How do I train employees?

Agencies involved in new business development were plentiful. They included: Employment Development Department, Finance, Insurance, Franchise Tax Board, the Attorney General, Secretary of State, Consumer Affairs, Department of Corporations, Department of Real Estate, Trade and Commerce Agency—and these were only at the state level! Local and federal jurisdictions were often involved as well.

Ten years from now this group anticipated electronic research, electronic filings and paperwork. One participant indicated “Networks beyond our comprehension”. They expected a consolidation of registration functions and fees accommodated on line.

Employment

One of the life events that affected employment was child care. While many services were indicated as available, child care topped the list as to a specific need for many participants. Benefits, job training and preparedness, health and safety, and education were important and critical to successful long-term employment.

Many agencies were involved in the various aspects including those initiated at the federal level and distributed through local government.

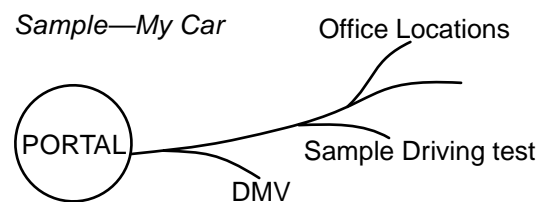
Ten years from now improved quality of life, consolidation of services, telecommuting, greater affordable housing availability, improved transportation and simplification/efficiency of delivery services were the anticipated norms.

INFORMAL DISCUSSION

Participants were encouraged to meet one another and continue informal discussion during a buffet luncheon. Many participants found the interaction with one another as useful as the workshop itself.

MIND MAP

After lunch participants began mapping possible state portals. Thinking of life events instead of an existing bureaucracy, they were asked to create a place on the Internet where someone might seek services. Participants were to create names for the places and describe the helpful information or services that would be there.



Working together, participants focused on the 8' x 16' board in the meeting room. They were asked to first identify the branches on a tree that would be major issues related to the life events. They were then asked to indicate limbs or twigs that sprouted from the branches. With each suggestion a physical vision to provide easier access to government services began to emerge. There was no critique or censorship of ideas.

Along with the map, the energy in the room continued to build. After several minutes, the facilitator then gave the group the option to continue writing or move to the next portion of the workshop. The overwhelming response was to continue to write, expand and identify areas. The group then picked up pens and began to write on the board anything that would expand their vision. Once completed, participants were given color-coded stickers and asked to put the stickers on the areas they believed to be the most important areas for the focus of eGovernment.

ANALYZING THE MAP

Divided into groups again participants were asked to analyze both the map and the color-coded votes.

The overwhelming response was focused on business issues. This topic was so heavily weighted that an entire day could be spent on this subject alone. Citing traditional business issues such as permitting, registration, licensing and forms processing that could be transacted via the Internet, this category identified affinities with non-profit foundations, small business enterprise and community redevelopment.

Consistent with previous LEAD workshops, education held a prominent place in the discussion. It was identified as linking with youth, public safety, employment and myriad other branches.

The Los Angeles LEAD held significant discussion on community action. Fighting poverty, providing food and low income housing, encouraging education, child care services and employment ranked high on their list of needs. The clergy figured prominently as one component to address these concerns.

Also identified as a top priority was the momentum of international trade development. Los Angeles is, and continues to be, a hub for international trade and innovation.

A copy of the mind map for the Los Angeles workshop is available on our web site.

STAKEHOLDER ANALYSIS

The next activity reorganized participants into stakeholder groups specific to their areas of expertise. Considering areas emphasized on the map, participants identified how services were currently delivered and what future service delivery should look like. Some highlights follow:

Basic Subsistence (food, housing and transportation)

- Current* Employment, transportation and health were the topics of interest. One-stop systems for job training, grants, private and public educational institutions, internships, apprenticeships and temporary agencies fulfilled the public need.
- Future* Education—electronically accessible; planning and promotion of mass transit, telecommuting and subsidized alternative transportation is the vision for the future.

Public Safety, Criminal Justice

- Current* Public safety and protection services are fragmented and reactive. There are many crosscutting issues that should be aggregated for streamlined delivery.
- Future* Forget about control this group stated. Eliminate the artificial boundaries and provide a well-linked resource site for medical, insurance, shelter, notification, fraud, emergency aid and counseling.

Education

- Current* Education is a “people intensive business” and the linchpin to successful families and communities. Education is a lifelong process beginning at 0 to 99 plus. The group said that parents are the first teachers and their involvement in early childhood development and education is critical. Presently services do not always meet family needs.
- Future* Education will need to accommodate the diversity of our population. There will be multiple delivery systems including standards for testing, homework on line, distance learning and 24-hour accessibility. Technology will augment classroom instruction and be another teaching resource.

Local Government

- Current* Training in the use of technology is deficient as is the equipment and compatibility of systems.
- Future* Expanded use of web-based technology and availability through shopping mall kiosks, through community-based organizations and public/private partnerships. Agency cross training, knowledge based workers, improved customer service integration of faith-based organizations is the wave of the future.

Health Care

- Current* Health care crosses the boundaries. Service delivery is through public, e.g., government clinics; private, multinational, small local clinics; and non-profits. Delivery of services is built upon silos and there is a need for public/private partnerships to address the diversity and needs of the population.
- Future* Seamless service delivery—no silos. Health care and access to services will cross organization and financial boundaries.

State Government

- Current* The focus for this group was employment and transportation. Both were seen as fragmented offerings, inadequate “user-friendly” information on services or methods; difficult to access with numerous inconsistencies.
- Future* Personalized information; easy access to information and services; consolidation of services; and timely data.

Community Based Organizations

- Current* CBO participants focused on the environment and health and social service systems. Advocacy, education, action and leadership were the fundamental descriptors for environmental causes. Advocacy, education, mentors and social workers were the primary indicators for health and human service delivery. More involvement and more effective education was the outcry.
- Future* Advocate for simplicity and integrate services by non-profits at the local level. This group had a desire to retain and strengthen people-to-people contact and problem solving.

Trade and Commerce, Insurance, Security and Tax

- Current* Insurance is delivered by direct means including agents, phone, mail and Internet. Public Safety (security) is delivered by outreach, volunteer and professional organizations and educational forums such as colleges, government agencies, the Internet and print/digital media.
- Future* Services in the future should be delivered by any and all means, including Internet, one-to-one, mail, phone, and fax.

Starting a Business/Economic Development

- Current* What one needs for business startup is confusing and not centrally located. There are zoning issues, permits, licenses, taxes, registration, and regulations to navigate. Many providers are available to assist including:
- City—business licenses
 - County—taxes, recorder, business licenses
 - State—EDD, Finance, Insurance, Franchise Tax Board, Attorney General, Corporations, Consumer Affairs, Real Estate, Trade and Commerce
 - Federal—Small Business Administration, Treasury, Internal Revenue Service
- Future* Consolidate required, routine functions; provide for electronic research, paperwork processing and network opportunities. Make it global and provide universal access. Eliminate barriers and redundancy.

Employment

- Current* Employment is often hampered by the availability of childcare. While these services are available often they are inconveniently located, expensive and inflexible in terms of hours of operation. Employment resources were somewhat fragmented with many different agencies involved in benefit delivery, training, and recruiting. The workforce was getting older based in part on economic conditions.
- Future* This group predicted more telecommuting and flexible schedule alternatives; improved quality of life as a result of this flexibility as well as an increase in available housing, transportation alternatives and simplified access to services.

Business and Economic Development

- Current* This group segmented business, education and international trade as their focus. They felt trade associations, trade letters and one-on-one interaction were the primary activities to encourage business and economic development. Some in the group indicated that, although there were opportunities for economic development in their communities, often there was still a “hit or miss” mentality rather than a focused plan.
- Future* This group perceived that there would be a marked improved in the ability to access information through electronic means. As a result there would be improved business opportunities, solid infrastructure and new business and economic growth opportunities.

SUMMARY

This compilation of data began to take shape with the idea that a statewide portal, appropriately designed, would provide easier access and better service delivery. It also heightened the awareness that it would be a difficult undertaking but one that ultimately could be accomplished.

Through a “popcorn” approach, ideas were captured which would enhance a statewide portal design. For example: “Be sure it works...” “Do not use abbreviations or acronyms.” “Keep in mind the target audience.” “Use simple, plain English...” “Focus on customers and plug into egovernment with specific needs...” “Reengineer to remove boundaries between agencies.”

CLOSING OUT THE DAY’S WORK

The last activity was a survey of the participant groups. They identified barriers to the implementation of eGovernment and how the state of California could realistically begin to move eGovernment forward. Working as individuals and then in stakeholder groups, the participants answered the following questions:

1. What would compel you to use electronic means to access government services?

Convenience was the factor most sought after by stakeholders. Timeliness ranked second.

2. What do you perceive to be the primary inhibitor to accessing government services via electronic means?

Lack of equipment was cited as the primary inhibitor. Government sector readiness ranked second and Internet access was third.

3. Reflecting on your own organizations, how long do you think it would take before they would be ready and could execute electronic services to citizens?

A majority (70%) indicated it would take their own organizations less than one year to execute.

4. What role can your community/organization play in helping to make electronic government a reality?

A number of ideas were put forth including:

“Continue to enhance efforts already underway.”

“Get involved.”

“Link our web site information into a single portal.”

“Provide access and information to Internet use.”

“Hold workshops like this in my organization (State of CA DWC).”

“Information dissemination and outreach.”

“Integrate government information and non-profit information.”

5. Based on today’s activities what is the most exciting outcome for future planning?

“The fact that LEAD was created is exciting. Kudos to the Governor and his team.”

“Government interest! Enthusiasm towards meeting the goal in a manner that will be useful to California citizens.”

“Consolidation/seamless borders commitment and investment.”

“Actually do something worthwhile with the input.”

“Ease of access to information and government services.”

“All on-line interaction for those of us who want it.”

“Nice to see multiple levels of government working together.”

“It’s good that the state is using the ground up approach to gather information that will help government be more user friendly.”

“Emphasis on seamless approach to service delivery, even across agency boundaries...”



FUTURE PLANS

Once the primary areas of focus are developed additional topic-specific planning sessions may be scheduled. Participants are encouraged to remain involved with the process and any comments, suggestions or ideas are welcome.

Interested readers may also view a summary and photos from the Fresno and Sacramento events on our web site: www.iig.ca.gov. In addition to this document, videotape of the day's activities will be provided to executives to assist with the creation of department specific eGovernment strategies.



THANK YOU

Steve Nissen, thanked the stakeholders for their participation and encouraged them to remain involved in the process. Lisa Beutler, Consultant to the Governor's Office for Innovation in Government and workshop leader, thanked the participants, the design team, volunteers and sponsors for their time and contributions to this critical effort.

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